DIVISION OF CHILDREN AND FAMILY SERVICES

CY 2001 LOCAL PLAN GUIDELINES

FOR

TITLE IV-E INCENTIVE FUNDS

AND

SAFE AND STABLE FAMILIES PROGRAM
(FAMILY PRESERVATION AND SUPPORT)

OCTOBER 13, 2000

CY 2001 Local Plan Guidelines

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CY 2001 Local Plan Guidelines

I. Introduction

Programs Covered by Plan Guidelines

These plan guidelines are to be used for services or projects funded with Title IV-E Incentive funds and the Safe and Stable Families (SSF) program -- formerly the Family Preservation and Support program. The plan guidelines apply to both programs and are designed to encourage coordinated planning at the local level and the use of common outcome measures for both funding sources.

The plan guidelines are for IV-E and SSF program operation in calendar year (CY) 2001. For subsequent years, DCFS will implement a multi-year plan process so that local plans will be submitted for a three-year period (i.e. CY 2002 – 2004) with annual updates as needed. The format of the CY 2001 plan guidelines is designed to be consistent with how the multi-year plan guidelines will be structured.

These plan guidelines are applicable to IV-E and SSF program funds provided to counties. Tribes which receive SSF funds submit separate workplans for their SSF funds as part of the tribal contract process.

Option for Combined IV-E/SSF Plan

The plan guidelines are designed to allow counties to submit either a combined plan for both IV-E and SSF funds or separate IV-E and SSF plans. Certain provisions in the plan guidelines are applicable to either IV-E or SSF and are noted as such. If agencies submit a separate IV-E or SSF plan, they need respond only to those provisions applicable to their program. Agencies submitting a combined plan should respond to all provisions in the plan guidelines.

The decision whether to submit a combined IV-E/SSF plan is left to local discretion. As the contract recipient agency for both the IV-E and SSF funds, the county human/social service department has the option to determine whether a combined plan will be submitted. In areas where the county department is not the lead agency for the SSF program, the SSF lead agency is expected to work cooperatively with the county department in submitting a combined plan should the county choose to do so.

Several counties are participating in the Brighter Futures Initiative (BFI) and the SSF program is one of the funding sources included in the BFI. BFI counties will address SSF program operation for CY 2001 in their BFI plans and do not need to submit a SSF plan using these IV-E/SSF plan guidelines. BFI counties do need to submit a IV-E plan using these guidelines. DCFS encourages BFI counties to coordinate their IV-E plan development with their BFI plan.

Plan Submission

Plans must be submitted by local agencies **no later than Friday, December 15, 2000.**

The CY 2001 plan guidelines can be found on the DHFS web site www.dhfs.state.wi.us under numbered memo section of the Partners and Providers page of the web site. The plan guidelines consist of two documents, the plan instructions and the plan document, which are posted to the web site as attachments to DCF Numbered Memo 2000-14.   The specific web site reference for DCFS numbered memos is http://www.dhfs.state.wi.us/dcfs_info/num_memos/index.htm The plan guidelines can be downloaded in MS Word format from the web site and local agencies are encouraged to prepare their plans using the downloadable plan document format. Agencies can add to the plan document format to the extent necessary to respond to specific provisions and create a plan document that is useful for local purposes.

Please submit:
- Two (2) paper copies of your plan, one to DCFS and one to your OSF Regional office.
- The plans may be submitted electronically via e-mail or computer disk in MS Word. Attachments should be submitted electronically if possible. Signature pages can be submitted separately for plans that are submitted electronically

Send the DCFS copy to:
Bureau of Programs and Policies
Attn: Carol Vaughn
1 West Wilson Street, Room 465
P.O. Box 8916
Madison, WI 53708
Email = vaughcs@dhfs.state.wi.us

Send the OSF copy to the Area Administrator for your region

Plan Review and Approval

Local agencies must submit complete combined IV-E/SSF plans or separate IV-E and SSF plans based on these plan guidelines. Agencies must submit sufficient information in their plans to address the specific provisions in the plan guidelines. Agencies may be required to submit additional information for plan approval should revision or clarification of portions of their plans be necessary. At a minimum, all services or projects operated by IV-E and SSF program must be fully addressed in the Program Descriptions and Budgets Table of the plan for plans to be approved.   If agencies have any concerns regarding submitting a complete plan by the due date, they should contact their Area Administrator.

Upon submission, plans will be reviewed by both OSF Area Administration and DCFS. If plans are missing information or additional information is needed, agencies will be contacted to submit the information. After the plan review has been completed, agencies will be issued plan approval letters. The intent to issue plan approval letters by January, 2001. Plan approval may

be conditional on additional information being submitted. If substantial additions or revisions are required for plans, plan approval may take longer.

Plan Modifications and Updates

Some agencies may wish to modify their plans once submitted should circumstances change or should new information become available. Plan modifications can be submitted at any time during CY 2001. At a minimum, agencies should submit an updated Project Descriptions and Budgets Table if projects are added or deleted or if the funding level for a project is significantly changed during the course of CY 2001.

Plan modifications should be submitted to both DCFS and OSF area administration. Plan modifications can be submitted electronically.

Annual Progress Report

Local agencies must submit annual progress reports for their IV-E and SSF programs. Separate instructions will be issued later in CY 2000 for the format of the annual progress reports. The progress reports will be similar to the progress reports for past years. Progress reports for CY 2000 program activity will be due by March 31, 2001.

Questions or Other Inquiries

For additional information or assistance in completing the plan guidelines, local agencies may contact Area Administration staff in their OSF Regional Office. In addition, agencies may contact the following DCFS contacts:

IV-E:
Mark Mitchell
Bureau of Programs and Policies
Phone: 608-266-2680
Fax: 608-264-6750
Email: mitchms@dhfs.state.wi.us

SSF:
Kathy Thomas
Bureau of Programs and Policies
Phone: 608-267-7181
Fax: 608-264-9832
Email: thomaka@dhfs.state.wi.us

II.   Allocations and Required Use of Funds

Source of IV-E Incentive Funds

IV-E Incentive funds are generated from state claims for federal reimbursement under Title IV-E for expenses incurred by counties for maintenance payments for IV-E eligible children to out-of-home care providers and the portion of program operating expenses attributable to IV-E eligible children. At the county level, state Community Aids funds and local tax levy funds are used to provide IV-E reimbursable payments and program services. At the state level, once IV-E reimbursement is obtained from the federal government, most of the IV-E reimbursement is used by Department of Health and Family Services along with other state and federal funds to finance the Community Aids program.

Per s. 46.45(2)(a), Wis. Stats., of the net amount of IV-E reimbursement received by the state (after state costs to claim the funds) above the base amount budgeted for Community Aids, 50% is distributed to counties (excluding Milwaukee) as IV-E Incentive funds. The Department submits a spending plan to the Legislature for approval of the amount allocated to counties as IV-E Incentive funds and the other 50% of the IV-E reimbursement. The Department has worked cooperatively with counties to increase federal IV-E reimbursement, which makes additional funds available for distribution through the IV-E Incentive program.

To date, the Department has allocated $18.7 million of IV-E funds to counties for CY 1998 through CY 2000. The Department has $20.4 million of additional IV-E reimbursement that will be distributed through the IV-E Incentive program. The Department will allocate $6.8 million in each of CY 2001, CY 2002 and CY 2003, contingent on legislative approval. Allocations to individual counties include a base amount of $50,000 and a formula amount using two equally-weighted factors, the county's proportion of the population of children in the state and the proportion of the population of children in poverty in the state. Allocations in subsequent years will depend on the amount of IV-E reimbursement received by the Department. As counties develop their IV-E plans for CY 2001, they should assume that their IV-E allocations in CY 2002 and CY 2003 will be comparable, although using updated population figures could change individual county allocations. Funding levels for the IV-E Incentive program beyond CY 2003 will depend on the amount of future IV-E reimbursement.

Allowable Uses of IV-E Incentive Funds

Per s. 46.45(2)(a), Wis. Stats., of the IV-E Incentive funds allocated to counties, at least 50% of the allocation must be spent for services to children who are at risk of abuse or neglect to prevent the need for child abuse and neglect intervention services. The remaining funds are to be used for services to assist children and families. Counties may not use IV-E Incentive funds to supplant other funds expended by the county for services to children and families. Counties must maintain their non-supplanting, maintenance of effort amount, as required by DCFS Memo 98-02, issued March 25, 1998.

The portion of IV-E Incentive funds available for services to children and families can be used for a variety of purposes. Allowable uses include: services to reunify children in out-of-home care; post-placement support services to adoptive parents and relatives caring for children (including TANF Kinship Care cases); independent living services for older youth aging out of care and young adults who recently exited care; hiring additional child welfare staff; and training for child welfare staff. Another purpose counties may wish to consider is building a reserve of funds to pay for local costs of implementing the WiSACWIS system. IV-E Incentive funds may be carried forward for this purpose and the Department will seek legislative approval to give counties more flexibility to use IV-E Incentive funds for WiSACWIS implementation.

Since the IV-E Incentive reimbursement received by the state is reimbursement for previously incurred expenses paid with Community Aids and local tax levy, the IV-E funds are considered earned by the state and can thus be used in a flexible manner. The IV-E Incentive funds are different from other IV-E funds that are used to directly pay IV-E reimbursable expenses – such directly-claimed IV-E funds may only be used for allowable IV-E purposes. Once allocated to counties, the flexible IV-E Incentive funds can be used to match other funding sources, similar to local tax levy funds. In the CY 2001 plan guidelines, counties are asked to identify if they are using IV-E incentive funds to leverage other resources.

Counties may have unspent IV-E Incentive funds available from prior years that have been rolled into their CY 2000 contract. In the CY 2001 plan guidelines, counties are asked to identify projected carryover to CY 2001 and the planned use of those carryover funds.

Safe and Stable Families Program

The SSF program is funded primarily by federal funds from Subpart 2 of Title IV-B. The IV-B, Subpart 2 funds must be used for the SSF program. The Department supplements the IV-B funding for the SSF program using federal Drug Free Schools funds.

Federal requirements specify that of the total SSF program funding, a minimum amount must be used in each of the following categories – Family Support, Family Preservation, Family Reunification and Adoption. The adoption requirement is met at the state level by using a portion of the SSF funds for the state special needs adoption program. The remaining requirements are met at the local level. Local agencies receiving SSF funds must spend of their local funds at least 25% for Family Support, 25% for Family Preservation and 25% for Family Reunification. The remaining 25% can be used in any of those three SSF required categories.

The SSF allocations for CY 2001 are the same as CY 2000 and past years. For subsequent years, however, the SSF allocations may decline. The Department has been using one-time SSF funds (largely from local program underspending in prior years) and Drug Free Schools funds to sustain SSF allocations at their past levels. These one-time SSF funds have been largely used up and the state's federal Drug Free Schools grant award has declined and may continue to do so. Thus, the Department may find it necessary to reduce SSF program allocations in future years, possibly as early as CY 2002. As counties develop their SFF plans for CY 2001, they should assume that their SSF allocations in subsequent years will be less.

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III.   Instructions for Completing the Plan

Plan Cover Sheet and Contact Persons

The plan cover sheet indicates what plan option the county is using for CY 2001, either a combined IV-E/SSF plan or separate IV-E and SSF plans. The cover sheet also indicates what agency (if other than the county human/social services department) is responsible for submitting the plan. For SSF programs where the county is not the lead agency for the program, the SSF lead agency should be listed.

The contact persons should be the specific individuals the Department should follow up with if there are any questions about program management, program fiscal matters, or the content of the plan itself. A single person can be listed as the contact person for all three purposes.

Program Assurances and Questions

The program assurances specify the statutory and other basic requirements for the IV-E and SSF programs. Agencies can add comments if they wish to explain their compliance with these program requirements.

The program questions require narrative answers on specific aspects of IV-E and SSF program operation. The purpose of these questions is to allow the Department to better understand how programs have been implemented locally. The expectation is that responses will be brief and the responses can be limited to the space provided. If agencies wish to provide more in-depth responses, they can certainly do so.

Target Populations

Identifying the target population for IV-E and SSF services is critical to effective service delivery and measuring the results or outcomes of the service. The target population is also critical to determining compliance with IV-E and SSF program policy and fiscal requirements, as the state and federal requirements to target funds to certain types of activities is based primarily on the characteristics of the population served rather than the specific type of service.

Many services can be categorized in any of the Family Support, Family Preservation, Family Reunification or other service categories depending on who is served and the context in which the service is provided. The characteristics of the population being served, and their circumstances at the time they are being served, provide the context for placing a particular service or project in the appropriate service category.

For example, a particular service can be categorized as a Family Reunification service not because of the unique nature of the service itself, but due to the fact that the service is provided as part of an overall service strategy to reunify children with their families. Family counseling to prepare the home for reunification of the child with the family can be categorized as a reunification service in that situation. The same family counseling service provided to other families in different circumstances could be considered a Family Support or Family Preservation service.

In the CY 2001 plan guidelines, agencies are asked to identify the specific target populations being served under their IV-E and SSF programs to show compliance with the policy and fiscal requirements for the programs. While it is not necessary to track expenditures on specific individuals being served under each service or project to show compliance, services or projects may need to be focused on specific populations in order for local agencies to comply with program policy and fiscal requirements.

The following table indicates the target populations to be used with the Project Descriptions and Budget table in the plan guidelines. Each service/project listed in the table must identify a corresponding target population. The summary budget information at the bottom of the table should show how the local agency is meeting program expenditure requirements based on the target populations for the identified services/projects. The target population should also be used to develop appropriate outcomes and outcome measures for the services/projects.

Target Populations Table

Abbreviation	Description of target population
PR	Prevention – Broad prevention activities for the general public designed to promote positive behaviors and prevent the need for family intervention services.
AR	At Risk – Children and families who are vulnerable, at risk of child abuse or neglect, or likely to engage in behaviors with negative consequences.
AN	Abused/Neglected – Children and other members of families in which child abuse or neglect has occurred. This group includes biological families with whom children have been reunified.
OH	Out-of-Home Care – Children in out-of-home care and the families from which they were removed. This includes services to children and families while the children are in foster care placements.
IL	Independent Living – Youth who will be exiting and young adults who have exited the Out-of-Home Care system through emancipation.
OY	Other Youth – Other youth in need of prevention or early intervention services. This group includes youth who returned to the community after exit from secured detention or juvenile corrections.
RA	Relatives and Adoptive Families – Adoptive families and relatives caring for children who have been placed with them under formal or informal arrangements.

Service Categories

The plan guidelines specify several categories of service under which individual IV-E and SSF projects or services should be listed. This service category approach is designed to allow the Department to develop statewide summaries of how funds are being used based on the local plans as many counties fund multiple projects with the IV-E and SSF funds. The service category approach makes it easier to determine compliance with program fiscal requirements and also facilitates the identification of appropriate outcomes and success measures.

The following service categories are used in the Project Descriptions and Budgets table and the Project Outcomes and Measures table. These service categories are designed to be broad categories for plan purposes and are not intended to be all-inclusive. IV-E and SSF programs may fund services or projects that do not neatly fit into any of these categories or are multi-purpose in nature and thus cut across multiple categories. Services or projects should be listed in the category that makes the most sense.

Service Category	Description	Target Group(s)
Family Support	Family Support services are voluntary, preventive activities to alleviate stress and help families care for their children's well-being. Services increase the strength and stability of families by improving parenting abilities and enhancing child development. Examples of Family Support services include family resource centers, drop-in centers, family support groups, parenting skills, screening children to assess service needs, referral to community services, and assisting families to access services.	PR, AR, OY
Family Preservation	Family Preservation services are intensive activities generally delivered in the home to meet immediate safety needs and stabilize the family in times of crisis. Services are provided to parents, caretakers and other family members during times of family crisis that could lead to removal of children from the home. Examples of Family Preservation services include safety services; respite care; substance abuse and mental health treatment; in-home supervision/observation, family counseling, life skills training; and food or clothing assistance.	AN, RA

Service Category	Description	Target Group(s)
Family Reunification	Family Reunification services are activities to prepare children in out-of-home care and parents for the safe return of children to their homes. For the SSF program, reunification services are time-limited and should be provided within the 15-month period beginning when children enter out-of-home care. There is no time period for reunification services under the IV-E program. Examples of Family Reunification services include individual and family counseling; substance abuse and mental health treatment; activities to address domestic violence; and specialized or therapeutic child care.	OH
Post-Placement Services	Post-Placement services are activities to help adoptive parents and relatives care for children who have been placed with them under either formal or informal arrangements. This includes relatives caring for children receiving TANF Kinship Care or SSI disability payments. Examples of Post-Placement services include respite care; crisis intervention activities; parenting skills, individual and family counseling; follow-up in-home visits; and specialized or therapeutic child care.	RA
Youth Development	Youth Development services are activities to promote positive behavior and discourage negative behavior among youth and young adults. Services help persons develop positive self images, deal with peer pressure, make sound decisions, and become productive adult members of society. Examples of Youth Development services include improving school attendance and academic achievement; work experience and vocational preparation; and prevention of teen pregnancy, substance abuse and juvenile delinquency.	IL, OY
Independent Living	Independent Living services are activities to prepare older youth in out-of-home care for living independently and assisting young adults formerly in care to live independently. Services help persons to care for themselves and be self sufficient. Examples of Independent Living services include assisting persons to receive education, training and employment services; household management and budgeting skills; peer and adult mentors; crisis intervention activities; and transitional housing.	IL

Service Category	Description	Target Group(s)
Other Services	Other Services to children and families include activities that do not fit in the above categories.	Variable depending on type of service
Local Staff/Training	IV-E funds may be used to support the salaries and other costs of child welfare staff and cover the costs of providing training for child welfare staff. Staff costs can be counted toward meeting the 50% requirement if staff work with the AR and AN target populations.	Variable depending on type of service
WiSACWIS	IV-E funds may be held in reserve and carried forward to pay for future local costs of implementing the WiSACWIS system.	N.A.
Program Administration	General administrative costs for the IV-E and SSF programs must be limited to 10% or less of the program allocation.	N.A.

IV-E funds can be used for projects in any service category, but at least 50% of the funds must be used for Family Support and Family Preservation services to the AR and AN target populations. Post-Placement services to the RA population can also count toward the 50% IV-E requirement if the intent is to prevent the need for further child abuse and neglect intervention services for those children. Agencies who are counting IV-E services to the RA population toward the 50% requirement should footnote this in their plan.

SSF funds must be used only for Family Support (PR and AR populations), Family Preservation (AN population) and Family Reunification (OH population) services. The RA or OY populations can be served with SSF funds in the Family Support or Family Preservation categories, but all SSF-funded projects should be listed in one of the three SSF required service categories.

Completing the Project Descriptions and Budgets Table

The table is designed to show how IV-E and SSF services and projects fit into the broad service categories and demonstrate that funds are used in accordance with program policy and fiscal requirements. The table can be adapted as needed by local agencies in their plans to list projects that cut across multiple service categories.

For each service or project, list the name of the project; a brief description of the project; the target population; the service strategy and planned level of service for CY 2001, the funding amount for CY 2001; and the funding source for the project.

The project description should be a brief statement explaining what the project is and listing the service provider agency (if determined) or the type of service provider if the project funding will be awarded on a competitive basis and specific provider is not known yet.

The service strategy is an explanation of the specific approach to deliver service to the target population. The planned level of service should indicate the number of individuals or families that will be served or the number of units of service that will be delivered by the project.

The funding amount should reflect the project budget or anticipated expenditures for the project in CY 2001. The fund source should be listed as IV-E or SSF. If projects are funded with both IV-E and SSF, the amount for each fund source should be listed. If projects have other funding sources, local agencies can also list "Other" as a fund source (this may be helpful for local review of plans or monitoring of contractors), but only the amount of IV-E or SSF funds should be shown in the funding amount column.

Example: A home visiting project is funded with a total of $25,000 of IV-E and SSF funds to provide in-home services to families who are at risk of abuse and neglect. The project would be listed in the table under the Family Support category as follows:

Service Category / Project Name	Project Description	Target Population	Service Strategy / Service Level	Funding Amount for CY 2001	Fund Source
Home Visits	Home visits by social service aides to provide counseling, emotional support and assistance with household management to families under stress.	AR	Work with school social workers to identify at-risk families based on children having trouble in school. Make home visits to 50 families.	$15,000 $10,000 ---------- $25,000 total	IV-E SSF

Program Budget Subtotals Worksheet

The budget subtotals worksheet following the table is designed to demonstrate compliance with the minimum expenditure requirements for the IV-E and SSF programs. Based on the information entered in the Project Descriptions and Budgets table, agencies should complete the computations.

The IV-E worksheet asks agencies to identify projected carryover from CY 2000. Unspent funds from CY 2000 will be rolled over and added to CY 2001 following closeout of the CY 2000 contracts. Counties may use their own methods to estimate carryover and the worksheet can be updated if necessary in CY 2001 once the actual CY 2000 carryover is known.

Project Outcomes

Projects funded under IV-E and SSF programs should have specific outcomes that the projects are designed to accomplish. For example, ensuring a safe home environment for children and developing the capacity of parents to nurture their children are among the possible outcomes for IV-E or SSF program projects. To determine the effectiveness of projects in achieving the desired outcomes, projects also need measures of success that allow the project results to be determined. Establishing meaningful outcomes using appropriate measures of success is essential to good program management and improving the quality of program services.

The outcomes identified for projects should allow for measurement if the project is achieving its intended purpose. To do this, the outcomes must be relevant to the purpose of the project. For example, if the project is intended to ensure child safety, then the project should have an outcome related to child safety such as reduction of child abuse and neglect. The outcome indicator should be a clearly defined result or benchmark that will show progress toward achieving the purpose of the project. The number of persons served and the types of services provided are indicators of the volume of service activity and can be easily measured; but they are not outcome indicators. Outcomes focus on the intended results of the project, regardless of the volume of services provided.

There are two basic types of outcome indicators that should be used in IV-E/SSF plans:

> Individual outcomes relate to the specific results for the individuals/families served by the program. Individual outcomes are typically tied to what happens for those individuals/families either during the service episode or a period of time after the service episode. For example, the objective of reducing abuse and neglect could translate into an individual outcome indicator of fewer or no subsequent abuse and neglect reports for the specific families served by the project. Individual outcomes usually require success measures based on information about the individual/families served. Data for these measures might be collected from client case files, client surveys or follow-up contacts with clients. If agencies want to use individual outcome indicators for their projects, they will likely need to keep their own client data.

> Community outcomes relate to the impact of services for the broad community or a specific geographic area. Community outcomes typically look at the broader impact on the community over time of serving selected individuals/families. For example, the objective of reducing abuse and neglect could translate into a community outcome indicator of fewer abuse and neglect reports for the entire county served by the project. Community outcomes require success measures based on information about the community as a whole and generally the analysis focuses on the trend over time. Data for these measures might be collected from state or local sources or require extrapolation from client data. If agencies want to use community outcome indicators for their projects, they will likely need to find sources of community data.

Community outcomes often have data limitations. These types of data sources can have a lag time in when the data becomes available, so it may be difficult to measure the immediate impact of a project. In addition, depending on the size of the project, it may be unrealistic to use community outcomes to determine effectiveness of projects that are small in scope. Projects that are focused on short-term results and small projects that will have a limited impact on the broader community may be best to use individual outcome measures.

Measures of Success

To provide meaningful information, the outcomes must be measurable and use data that can be collected/obtained in an accurate and consistent manner over time. In choosing measures of success, careful consideration should be given to the ability to measure the activity and the availability of data. If reliable and timely data is not available, measurement will be difficult and it may not be possible to determine if the outcome is being successfully achieved.

Where data is available to measure success, the outcome must be related to objective of the project for the outcome indicator to be meaningful. For example, rates of child abuse and neglect are a good measure of child safety, but such rates may not be a valid measure of child well-being. Measures looking at the health, social skills or educational level of children would be more appropriate to use with projects intended to promote the well-being of children.

Completing the Outcomes and Measures Table

The table is designed to show the outcomes local agencies have selected for their IV-E and SSF services and projects to determine achievement of project objectives. All projects should have clear outcomes indicators with specific measures to determine success.

For each project listed in the Project Descriptions and Budgets table (except projects that are administrative in nature like staff training or reserving funds for WiSACWIS), list the name of the project; the outcome indicator(s) for the project; and measure of success for each outcome indicator. While each project could have multiple outcome indicators, but it is recommended that local agencies focus on one or two key outcomes per project. Projects should be listed in the same order as shown on the Project Descriptions and Budgets table.

The outcome indicator should describe whether individual or community outcomes will be used to determine achievement of the project objective. All projects should use either individual or community outcomes indicators, with a source of measurable data for each indicator.

The measure of success should identify the data source that will be used to measure project results. If the data source is still being developed, please list when data will be available. Add footnotes as necessary to explain the information in the table.

Example: A family reunification project provides counseling services to families to prepare for the return of the children to the home. The purpose of the project is to help the families safely care for the children and avoid re-entry into out-of-home care. The project would be listed in the table as follows:

Service Category / Project Name	Outcome Indicator	Measure of Success
Counseling Services	Community outcome – Reduction of recidivism rate for reunified children subsequently returning into out-of-home care.	Success measure – Achieve a 50% reduction in recidivism rate for the county. Data will be collected using county records and compared with out-of-home care reports produced by the state.

Signature Page

The plan requires the signature of the contract recipient agency (the county human/social services department) and the lead agency for the program (either the county department or subcontract agency that actually operates the program). The county department, as the contract recipient for both IV-E and SSF funds, must sign as the contract recipient agency for all IV-E and SSF plans regardless of whether the county department is the lead agency for the program. The lead agency signature should correspond with the agency identified as submitting the plan. It is left to local discretion which agency should sign as the lead agency. Additional signatures can be added at local discretion if there are multiple agencies involved in submitting the plan.

If possible, signature pages should be submitted with the rest of the plan. If it is not possible to obtain the necessary signatures by the plan due date, the signatures should be submitted as soon as possible following the plan submission. If multiple agencies need to sign the plan and it is not possible for all agencies to sign the same signature page, separate signature pages can be submitted.